

## The Influence Of Transformational Leadership And Motivation On Work Engagement Of Civil Servants At UIN Alauddin Makassar

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**Abstract.** *This research aims to determine the influence of transformational leadership and motivation on work engagement among civil servants at UIN Alauddin Makassar. Data collection by observation and distribution of questionnaires via Google Form to 155 civil servants. This research used quantitative methods, with the data analysis tool used was Smart-PLS. The results of this research showed that (1) transformational leadership has a positive and significant effect on work motivation, (2) transformational leadership has a positive and significant effect on work engagement, (3). Motivation has a positive and significant effect on the work engagement of civil servants at UIN Alauddin Makassar. These results showed that the transformational leadership style applied by the leaders of UIN Alauddin Makassar operates efficiently and effectively through exemplary methods. This method can increase strength as a component of employee work engagement.*

**Keywords:** *Transformational leadership, Motivation, Work engagement*

### INTRODUCTION

Currently, organizations need managers and leaders who can develop enthusiasm and commitment among subordinates by using behavioral and personality characteristics such as charisma, high influence ability, and broad vision that will lead to the utilization of all talents and efforts to achieve organizational goals. Transformational Leadership is the dominant paradigm in organizational management research (Judge & Piccolo, 2004), and examination of mediation is also commonly used in organizational behavior research. Kovjanic, Schuh, and Jonas (2013) observed that effective leadership is not only the responsibility but also through employee behavioral contributions. Previous research has paid too much attention to the role of leadership processes on organizational performance and neglected, to some extent, the attributes of employees themselves.

Bilal and Mariam (2018) and Jaiswal and Dhar (2015), emphasized that transformational leadership is the most dominant contextual factor that stimulates employees' creative self-confidence in capacity and encourages creative involvement in the organization. Workplace. Transformational leadership is the ability to encourage and motivate followers to higher goals (Bilal and Mariam, 2018; Markus et al., 2018). It describes how leaders articulate a vision to their employees and gain their trust and admiration through personalized support.

Transformational leadership shifts followers' cognition of challenges into new ways to achieve higher expectations (Markus et al., 2018; Uddin et al., 2017b).

Over the past two decades, work engagement has become a leading field in management research and practice. For employees in the public sector, a high level of engagement can be very conducive to improving the quality of public services. (Pritchard et al., 2008). Meaningful work engagement connects employees with the organization (May, Gilson, & Harter, 2004; Macey & Schneider, 2008; Jena & Pradhan, 2017). However, workers in the public sector tend to be less engaged than workers in the private sector. (Agyemang, et al., 2013; Bakker et al., 2013). Effective work engagement among employees in the public sector is increasingly becoming a topic of great concern. Employee work engagement is an important concept in the field of positive psychology and plays an important and fundamental role in the continuous process of organizational development and change (Kim et al., 2016).

Employee work engagement is an important concept in the field of positive psychology and plays an important and fundamental role in the continuous process of organizational development and change (Kim et al., 2016). Employee work involvement is highly desired by every leader. Engaged workers tend to have high levels of energy and enthusiasm and enjoy being immersed in doing their work (Bakker & Leiter, 2017). Engaged employees tend to express high levels of willingness, enthusiasm, and energy in the work process to enhance positive personal performance and relationships with work and others (Schaufeli et al., 2014).

Employee work involvement is highly desired by every leader. Engaged workers tend to have high levels of energy and enthusiasm and enjoy being immersed in doing their work (Bakker & Leiter, 2017). Ghadi, Fernando, and Caputi (2013) argue that the relationship between the two can be better understood if additional mediators or moderators are proposed in the research model. Effective work engagement among employees in the public sector is increasingly becoming a topic of great concern. Employee work engagement is an important concept in positive psychology and plays a fundamental role in the ongoing process of organizational development and change. (Kim et al., 2016; Leiter et al., 2010), because it involves focused energy aimed at organizational goals. (Bakker et al., 2013; Macey et al., 2011).

Apart from the role of transformational leadership, it is also necessary to look at employee motivation factors in increasing employee performance, because employee performance will increase if it is supported by high employee motivation related to work. Employees certainly have their own needs and interests that must be met. This encourages employees to carry out activities within an organization, with the hope of realizing individual

needs and interests, and vice versa, activities can provide benefits for the organization. Therefore, the main aim of the research is to examine the direct impact of transformational leadership and motivation on employee work engagement at UIN Alauddin Makassar,

### **Transformational leadership**

Leaders stimulate their followers to improve performance and quality of results and help them become more creative and innovative. Thus, this leadership approach nurtures employees and supports them to become loyal and high-performing employees (Perko et al., 2014; Ojha et al., 2018). Transformational leaders tend to encourage and maintain closer relationships with their employees by minimizing the power distance between them and focusing on employees' needs and abilities (Puni, Mohammed, & Asamoah, 2018). Transformational leaders also stimulate their followers intellectually. They try to encourage employees to think outside the box and see problems from a different perspective (Pradhan and Jena, 2019). Transformational leadership is considered an important work resource to facilitate followers transcending personal interests to achieve team and organizational goals. (Jeong et al., 2016).

### **Work Motivation**

Motivation comes from the Latin term "movere" which means "to move". It includes the process of maintaining behavior directed towards achieving goals. Motives can be considered as internal states of mind, while motivation represents the dynamic forces that drive individuals toward action (Prasad, 2011), (Dornyei " & Henry, 2022). In an organizational context, employee motivation is an important construct that fosters employees' willingness to exert personal effort and channel their energy to achieve organizational goals (Lorincov'a, Starcho, Weberova, Hitka, & Lipoldov'a, 2019). Work motivation represents a set of energizing forces that initiate work-related behavior and determine its form, duration, direction, and intensity (Deschamps et al., 2016). Highly engaged employees are passionate about their work and are often immersed in their work (Bakker & Leiter, 2017).

### **Work Engagement**

Work engagement is defined as an important concept that reflects employee participation in tasks (Nazir and Islam, 2017; Schmitt et al., 2016). According to Schaufeli and Bakker (2010), work engagement is described as work-oriented enthusiasm, strength, drive, commitment, strong focus, and positive thinking. Bakker and Leiter (2010), argue that Work Engagement describes employees' ability to use their capacities to solve problems, relate to other people, and develop innovative services. Engaged employees also tend to help coworkers and build a positive organizational work climate (Bakker and Albrecht, 2018). Orth and Volmer

(2017) emphasize that employees who are involved will be more creative and brave in facing various challenges to achieve organizational goals.

## METHOD

The population of this study was 252 civil servants at UIN Alauddin Makassar. Considering that the population size is too large, the sample size is determined based on the Slovin formula as follows:

$$n = \frac{N}{1+N^2}$$

Keterangan:

n = sample size

N = population size

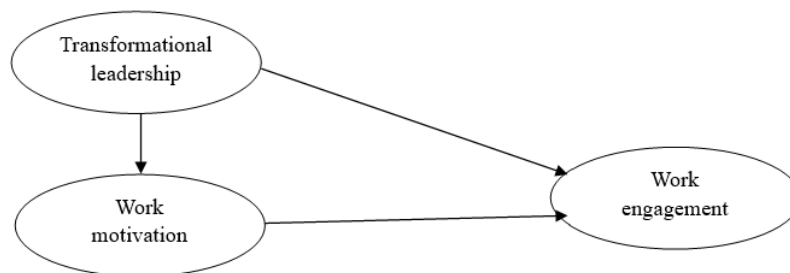
e = acceptable margin of error

$$n = 252 / (1 + (252 \times 0,05^2))$$

$$n = 252 / 1.63$$

$$n = 155 \text{ respondents.}$$

Transformational leadership uses Carless, Wearing, and Mann (2000). This scale consists of seven items. Work involvement from Schaufeli, Bakker and Salanova (2006) consists of ten items. Work motivation uses nine items developed by Tremblay et al. (2009). Data analysis for this research uses SmartPLS (Kloutsiniotis and Mihail, 2020b; Hew et al., 2017; Ubeda-Garcia et al., 2017).



**Figure 1. Conceptual Framework**

## RESULTS AND DISCUSSION

Convergent Validity can be confirmed from the Average Variance Stracted (AVE) score whose value must be greater than 0.5. The average variance extracted (AVE) for each variable construct exceeded 0.50, indicating satisfactory reliability (Hair, et al., 2017).

**Table 1 Convergent validity**

	Average Variance Extracted (AVE)
Transformational Leadership	0.517
Work Motivation	0.584
Work Engagement	0.544

The discriminant validity test is a stage carried out to find out whether the variables or indicators in the research we are conducting have unique values and are only related to the variables or indicators themselves and not to variables or indicators outside of what is expected or represented.

**Table 2 Discriminant validity**

	Transformational Leadership	Work Motivation	Work Engagement
Transformational Leadership	0.719		
Work Motivation	0.601	0.764	
Work Engagement	0.580	0.489	0.667

The reliability test is measured using two methods, namely Cronbach's alpha and composite reliability. A construct (variable) can be said to be reliable if Cronbach's alpha value is above  $> 0.6$  and composite reliability is above  $> 0.7$ . The results of Cronbach's alpha and composite reliability testing can be seen in the following table ;

**Table 3 Construct Reliability**

	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.835	0.878
Work Motivation	0.921	0.933
Work Engagement	0.838	0.875

### Measurement Model Analysis

The dependent variable in the PLS structural model is evaluated using the R-Square value, for the independent variable by looking at the path coefficient value. Meanwhile, the P-value value of each path is used to assess significance. The structural model (Inner Model) in this research can be seen in the following picture:

The significance of the prediction model in the PLS structural model can be seen from the P-value value between the independent variable and the dependent variable which is listed in the following path coefficient table:

**Table 4 Results of hypotheses testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Supported
Transformational Leadership -> Work Motivation	0.519	0.524	0.130	3.991	0.000	Significance
Transformational Leadership -> Work Engagement	0.378	0.376	0.137	2.762	0.006	Significance
Work Motivation -> Work Engagement	0.215	0.240	0.079	2.711	0.007	Significance

To evaluate the PLS model by looking at the R-square value of each dependent latent variable. The following table shows the results of estimating the R-Square value using SmartPLS analysis. The main criterion for assessing endogenous latent variables is the coefficient of determination R<sup>2</sup> (Hair et al., 2019).

**Table 5 R<sup>2</sup> and R<sup>2</sup> adjusted**

	R Square	R Square Adjusted
Work Motivation	0.870	0.768
Work Engagement	0.725	0.680

### **The Influence of Transformational Leadership on Work Motivation**

Based on the research results show that transformational leadership has a positive and significant influence on work motivation. This proves that the transformational leadership applied is able to motivate UIN Alauddin Makassar employees to work optimally. Individualized support refers to the extent to which transformational leaders empathize with their employees by considering and respecting their personal feelings (Yamamoto and Yamaguchi, 2019).

When followers are motivated to engage in work, they remain focused on their current roles and tasks and invest all their energy in behaviors that directly or indirectly contribute to the achievement of organizational goals. Kovjanic et al., (2012) transformational leaders tend to make their followers interested in the mission and goals of their group. They do this by emphasizing the importance of group goals to generate feelings of connectedness among employees. When work group goals are aligned with personal goals, feelings of group cohesion and collective identity among unit members will increase (Singh and Krishnan, 2008).

UIN Alauddin Makassar employees feel motivated by the attitude shown by the leadership by providing opportunities for employees to behave and think creatively in

completing their work without violating applicable rules. According to Pradhan and Jena, (2019), Transformational leaders also stimulate their followers intellectually. They try to encourage employees to think outside the box and see problems from a different perspective. The results of this study are in line with (Chen et al., 2022; Modesta et al., 2020),

### **The Influence of Transformational Leadership on Work Engagement**

Based on research results, it is proven that transformational leadership has a positive and significant relationship with work engagement. This indicates that the transformational leadership implemented by the leadership of UIN Alauddin Makassar is able to encourage employees to be involved in every activity. When transformational leaders show genuine concern for each employee, they tend to build positive relationships with other employees and a sense of belonging to the institution (Zhu et al., 2009).

The leadership of UIN Alauddin Makassar shows a visionary attitude which is an important part of employee work involvement because it is considered that leaders with a clear vision and mission will lead to the achievement of organizational goals. Zhu et al., (2009) suggested that transformational leaders develop dynamism, innovation, and a visionary mindset in employees by ensuring employee work engagement. Raja (2012) stated that followers' work engagement increases when all dimensions of transformational leadership work together.

Supports research by Faupel and Suß (2019), which shows that during organizational change, transformational leaders influence employee behavior. In addition, the research results also show that the bond between transformational leaders and followers grows the level of employee work engagement while managing change in the organization. These results also support the study of Islam et al., (2020a). Meanwhile, these findings are also in line with previous findings that investigated transformational leadership increasing the level of employee work engagement (Chen et al., 2022; Meng et al., 2022; Nurtjahjani et al., 2021; Islam et al., 2020; Lai et al., 2020; Amor et al., 2019; Azim et al. al., 2019; Faupel and Suß, 2019; Jena et al., 2016, 2014; Hayati et al., 2014; Ghadi et al., 2013).

### **The Influence of Work Motivation on Work Engagement**

Based on the research results show that there is a positive and significant relationship between work motivation and employee work involvement at UIN Alauddin Makassar. This shows that each extrinsic and intrinsic motivation stimulates employee enthusiasm, dedication, and absorption, meaning that employees with higher extrinsic and intrinsic motivation tend to be more engaged with their work.

The leadership of UIN Alauddin Makassar needs to fully understand that providing support that increases employee motivation is effective in making them more involved in their work. Motivational factors are considered the main characteristics of employee engagement (Delaney and Royal, 2017). Because motivation centers on the meaning of the work itself, there is the potential to be linked to employee work engagement and organizational commitment (Chalofsky and Krishna, 2009). Bakker et al., (2011) argue that when workers feel that their company offers a supportive, involving, and challenging environment, thereby meeting their basic psychological needs, it is more likely that they will be engaged, and will invest time and energy due to emotional involvement in their work. This research is supported by several experts including (Chen et al., 2022; Aldabbas et al., 2022; Engidaw, 2021; Ghosh et al., 2020; Gillet et al., 2017; Putra et al., 2015).

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